

SCBOSE: Resource Document

Topic: Leadership in Teaching and Learning

What is Leadership?

Leadership is the art of motivating a group of people to act towards achieving a common goal (Northouse, 2007).

Leadership is setting a new direction or vision for a group that they follow i.e. a leader is the spearhead for the new direction.

Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led. The most essential work of the leader is to create more leaders (Follett, 1942:3).

What is Academic Development?

It is an on-going process of education, training, learning and support activities and is concerned with helping people to grow within the organisation in which they employed.

An emphasis on lifelong learning, personal growth and fulfilment underlines the importance of sustained development.

Why we need leadership in teaching and learning?

Higher education is undergoing continuous change in response to different factors like government policy, demand for better quality in higher education, globalisation etc. Due to the emergence of the concept of the knowledge economy, demand from higher education has become more complicated (Joyce). To face the challenges emerging due to more number of people entering in the field of higher education, the changing profile of students etc. there is a need that faculty should go for continuous development.

Can leadership in teaching and learning be developed?

Current thinking about leadership moves from Trait Theory to transactional, transformational theory. Leadership can be learned by application, practice and feedback (Gill, 2011). All of us have a degree of leadership potential which can flourish through recognition, development, growth and practice.

What are the requirements of a leader in teaching and learning?

Academic credibility, providing direction, fostering a supportive and collaborative environment range of abilities (analytical ability), having personal integrity, facilitating participation in decision making, ability to see beyond frame of reference, pragmatism in decision making, awareness of a range of techniques, such as stakeholder analysis, risk analysis and action planning, project management skill, clear goal, ability to work at different level.

How can the concept of leadership in teaching and learning be encouraged?

The concept of leadership in teaching and learning can be implemented by creating conducive environment. Create environment in which reflexive, flexible individuals may constantly learn and develop and thus enable the institution development (Pedler et al., 1991)

Social and group learning (CoP) can be utilized to encourage faculties to understand the concept, convincing them and motivating them to be a part of this.

Peer observation is an excellent tool to encourage people to adopt academic developer concept.

Enforcing the concept of Reflection in T&L can help the faculty members to comprehend the gap existing between the expectations and reality. It will give an opportunity to interact with others and will fulfil the requirements.

References:

Follet, M. P. (1942). *The creative experience*. Longmans Green, New York.

Gill, R. (2011). *Theory and Practice of Leadership*. 2nd Edition. Sage. London.

Hunt, C. (2011). *National strategy for higher education to 2030- report of the strategy group*. Department of Education and Skills, Dublin.

Blackmore, P. and Blackwell, R. (2006). *Strategic leadership in academic development*. *Studies in Higher Education*, 31(3), 373-387.

Pedler, M. et al. (1991). *The learning company: a strategy for sustainable development* (Maidenhead, McGraw Hill).

O'Leary, J. (1997). *Staff development in a climate of economic rationalism: a profile of the academic staff developer*. International Journal for Academic Development, 2(2), 72-82.

Collett, P. and Davidson, M. (1997). *Re-negotiating autonomy and accountability: the professional growth of developers in a South African institute*. International Journal for Academic Development, 2(2), 28-34.